

DEPUTY ASSISTANT SECRETARY OF DEFENSE
(MILITARY COMMUNITY AND FAMILY POLICY)



A NEW SOCIAL COMPACT

A RECIPROCAL PARTNERSHIP BETWEEN
THE DEPARTMENT OF DEFENSE,
SERVICE MEMBERS AND FAMILIES





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FOREWORD

April 11, 2002

In one of his first actions as President, George W. Bush firmly asserted his commitment to improving the quality of life for military men and women and their families. Within a month of taking office he issued a National Security Presidential Directive requiring the Secretary of Defense to “undertake a review of measures for improving the quality of life for our military personnel and provide recommendations for their implementation.” Action began immediately to improve housing, health care, pay, and to more fully underwrite family support. Secretary Rumsfeld incorporated an extensive review of quality of life in the 2001 Quadrennial Defense Review. Upon completion of the review, the Secretary of Defense reiterated the President’s commitment, stating, “the Department must forge a new compact with its warfighters and those who support them—one that honors their service, understands their needs, and encourages them to make national defense a lifelong career.”

History reminds us that the American democracy evokes such a “social compact” among its citizens as does service in the military. In 1779, John Adams clearly articulated the first American view of a “social compact” which mirrors the voluntary nature of current military service: *“The body-politic is formed by a voluntary association of individuals. It is a social compact, by which the whole people covenants with each citizen, and each citizen with the whole people, that all shall be governed by certain laws for the common good.”*

The demographics of today’s military—60 percent of troops with family responsibilities—foster a Social Compact that is truly reciprocal in nature. Service members and families together must dedicate themselves to the military lifestyle, while the American people, the President, and the Department of Defense must provide a supportive quality of life for those who serve. The military Services and the Office of the Secretary of Defense embarked on a strategic review of Quality of Life services to set the direction for providing support to service members and their families for the next 20 years.

A new Social Compact reconfirms America’s commitment to service members, both active and reserve, who serve as a protector and wedge between terror and the security of the American people. The array of quality of life programs covered by the Social Compact recognizes the challenges of military life and the sacrifices service members and their families make in serving of their country.

As we transform the military for the 21st century, the President and the Department of Defense are committed to improving life in the military, to underwrite family support programs, and to work in partnership with families to accomplish the military mission. America’s noble warfighters deserve no less.

A handwritten signature in black ink, reading "John M. Molino".

John M. Molino
Deputy Assistant Secretary of Defense
(Military Community and Family Policy)

EXECUTIVE SUMMARY

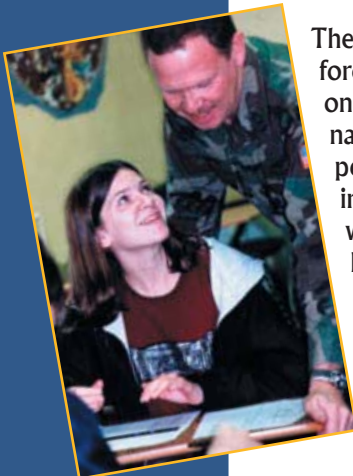
“No aspect of our current defense posture is more worrisome than the decline in the standard of living of our service members and their families which has taken place in recent years. Reversing this trend and improving their quality of life is a principal priority of my Administration.”

President George W. Bush, February 12, 2001

This review responds to President George W. Bush’s commitment to improve the quality of life for military men and women and their families. Very early in his administration, the President issued

a National Security Presidential Directive entitled “Improving Military Quality of Life.” This directive required the Secretary of Defense to undertake a review of measures to improve quality of life and to provide recommendations for implementation. The Secretary of Defense embedded quality of life in the 2001 Quadrennial Defense Review stating, “the Department must forge a new compact with its warfighters and those who support them...” As the military is transformed for the 21st century, the President and the Department of Defense are committed to improve life in the military, to underwrite family support programs, and to work in partnership with families to accomplish the military mission.

To address the myriad challenges of those it serves—over 1.2 million active duty members, their nearly 700,000 spouses, 1.2 million children and 1.3 million Reserve Component members and their families—the Department develops policy and manages a wide variety of quality of life programs. Areas of great importance to all service members—housing, health care, family support networks, and children’s education—tend to revolve around their personal lives and families. Not surprisingly, confidence in the quality of personal and family life is a key element of a highly motivated and effective force.



The Department of Defense faces a tremendous challenge in maintaining its force today—in terms of both quality and numbers. The Department relies on a volunteer military, and the men and women who choose to wear our nation’s uniform perform truly noble work. However, today more young people are going to college, and competition from the private sector is increasing. Lifestyle values of American workers are also changing. People want more time for themselves and their families, and more time at home. Responding to shifting values among employees and their families, employers have become increasingly family-friendly. Wise employers are selectively adopting new practices to strengthen their relationships with the workers they want to keep. Investment in these approaches makes sense for building morale, efficiency, continuity, and bottom-line strength.

PHILOSOPHY OF A SOCIAL COMPACT

The notion of a Social Compact or the idea that “we’re all in this together” is paramount for the provision of a successful military defense. The Social Compact recognizes the fundamental reciprocity exchange that exists between the



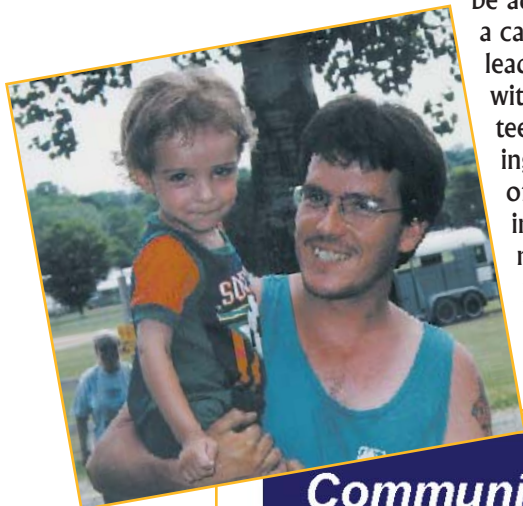
From the beginning of this nation, democratic concepts such as the “social compact” have been part of our leaders’ philosophy. In 1779, John Adams clearly articulated the first American view of a “social compact” which mirrors the voluntary nature of military service: “The body-politic is formed by a voluntary association of individuals. It is a social compact, by which the whole people covenants with each citizen, and each citizen with the whole people, that all shall be governed by certain laws for the common good.”

service member, his/her family and the Department of Defense—the performance of each impacts the quality of each. Since the early 1980’s the Department has increasingly expanded support to military families through quality of life programs. Although these services were never formally called a “social compact,” service members and their families have grown to appreciate that quality of life issues will

sion demands, the assurance to military families that the Department is prepared to underwrite family support is of primary importance.

WHY CHANGE

Recognizing the changing demographics and expectations of military members and their families and in support of the President’s mandate to improve the quality of life of our military personnel, the Department embarked on a far-reaching exploration of the relationships that exist among itself, and its members and their families. Today many of the laws and policies governing the Department’s relationship with service members and their families are based on yesterday’s paradigms: a force comprising high school graduates with few dual income families and more stay at home spouses. It operated in a less

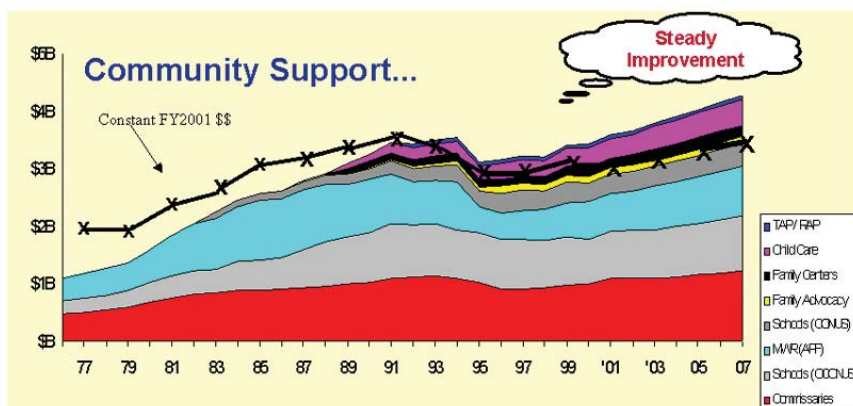


be addressed by a caring military leadership. Today, with an all-volunteer force, shrinking infrastructure of bases, increasing reliance on reserves, and perhaps more importantly, wartime mis-

Community Quality of Life

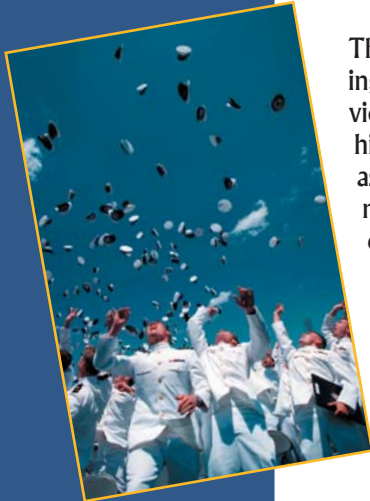


FY 2003 POM (FY2003 = \$3.8B)



Community Support - Per Capita Snapshot (FY01 Constant \$)

- In 1976, DoD spent \$1359
- In 2001, DoD spent \$2612



complex financial world with more of a “company town” mentality. Access to technology was extremely limited and there was no Internet. Family separations were predictable.

The world has changed and so must the military to keep pace with the emerging US social trends and to meet the expectations of new generations of service members and their families. The Department must address the American higher standard of living—in housing, medical care and education—as well as recognize the needs of dual earner families. Efforts must be directed to reaching the Total Force, which is increasingly diverse, resides primarily off-base, and is challenged by today’s complex financial environment. New policies and laws must reflect these changing demographics and the transformation of the military, fostering the tacit agreement that “families also serve.”

Purdue University’s Military Family Research Institute’s paper, Social and Psychological Contracts: Relationships between Workers and Employers in the 20th Century (2001), addresses military changes:

“The relationships between organizations and their members are constantly evolving, continually renegotiated or forced to change by external trends, by changes in the constraints and opportunities of the environment in which the organizations operate, or changes in members themselves. American workplaces, including military organizations, are no exception. In fact, the bargain between the military and its members has often been more explicit than in other employing organizations because of the extensive array of supports required to adequately train and deploy members around the world.”

Critical Elements of Military Lifestyle Support Creating a New “Social Compact”

Education

- Increase service member access to education/maximize distance learning opportunities
- Remove barriers for children moving from school to school
- Review tuition assistance for spouses
- Institutionalize financial training for military members and families

Housing

- Focus base housing resources on most vulnerable families
- Allow junior personnel to live off base
- Provide web enabled housing referral for the 2/3rds who live off-base (single & married)
- Establish renovation standards

Work Life

- Limit moves
- Reduce stresses on service members and their families (PERSTEMPO)
- Reduce family separation
- Improve separation predictability
- Strengthen Reserve forces employer assistance programs

Family and Community Support

- Underwrite family support as a government responsibility
- Improve spouse employment and career development opportunities
- Address availability of child care and elder care issues
- Expand fitness and recreational opportunities in line with new generation’s aspirations

Health

- Create a world class health system



PROCESS FOR REVIEW OF QUALITY OF LIFE

As a first step, the Department chose to review the critical elements of military lifestyle support. This report documents the comprehensive, integrated approach employed by the Office of the Secretary of Defense in this review and is consistent with the President's mandated review of initiatives designed to improve the quality of life of military personnel.

Over the course of several months, functional area teams—comprised of senior professional staff from the Army, Navy, Air Force and Marine Corps as well as from OSD Housing, Health Affairs, Reserve Affairs and the Unified Combatant Commands—reviewed current quality of life programs to identify strategies for developing and implementing the programs, policies, and services necessary to meet the evolving needs of the 21st century military force. Each team submitted a plan outlining the vision, scope, process, goals, measures and legislative changes for the functional area.

A large body of research documents the impact of health care, housing, childcare, family support net-

works, spouse employment, dependent education, financial stability, voluntary education and consumer services on the resilience of military families. Based on this research, functional areas were identified as being critical components for quality of life programs.

CURRENT SERVICE DELIVERY SYSTEMS AND STRATEGIES

Each of the Military Service branches currently has activities that are consistent with elements of the Social Compact. Many of these initiatives and activities were in place prior to this review—a clear indication of each Service's ongoing concern with family support and well-being and the broad-based response as a result of those concerns. Service specific quality of life, well-being, and community capacity



A NEW SOCIAL COMPACT GOALS – A 20 Year Strategy

★ World Class Health Care

- Promote personal responsibility for health through preventive care.
- Meet beneficiaries expectations for access and quality.
- Strengthen TriCare management system.

★ Education

- Actively support Service Members and families desire for education.
- Tuition assistance
- Dependent schools
- Barriers to dependent education.

★ Quality Housing

- Housing that meets Service Members' and families needs.
- Leverage partnerships with civilian communities.
- Improve access for 2/3rds living off base.
- Ensure allowances do not require out-of-pocket costs.

★ Work Life Stress

- Respond to Service Members and families rising work life stress:
- Grow child care
- Increase spouse employment
- Campaign for financial literacy
- Construct and replace sub-standard fitness facilities.

★ Underwrite Family Support

- Policies and laws that underwrite support to families.

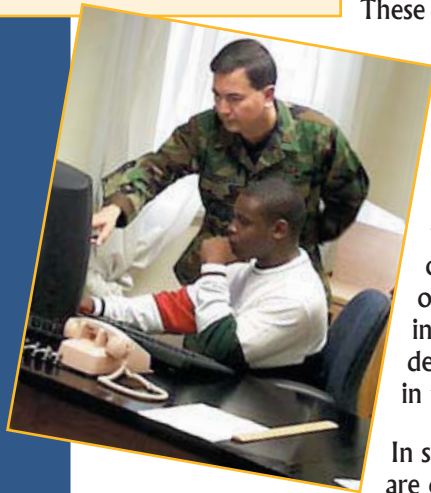
★ Communication with Families

- Improve access to Internet and connectivity for QoL services.

★ Strengthen Employer Support

- Reserve Component

The Social Compact promotes the advancement of the military community through the **reciprocal ties** that bind service members, the military mission and military families by responding to their quality of life needs as individuals and as members of a larger community.



building initiatives provide a sense of program direction. Specific delivery strategies such as “Army Knowledge Online,” “Navy LIFELines,” “Air Force Crossroads,” and “LIFEWorks,” reveal the breadth of support for personnel, families, and others connected with the military community.

These initiatives demonstrate the Services’ recognition of the strategic value in addressing the nexus of work life and personal/family life, as it affects key organizational goals related to recruitment, retention, morale, and mission readiness. The Services have also recognized that quality of life is determined both by what an organization does and by what people do for themselves in concert with that organization. Finally, it is important to note that not only have the Services been moving toward integrating programs internal to the military, but have been developing partnerships with agencies and organizations in the civilian community as well.

In sum, these responses to individual and family issues are consistent with the Social Compact philosophy and its goals, illustrating that there are already numerous activities supporting functional areas that comprise this Social Compact initiative. These current activities provide a solid and productive base upon which to build the Social Compact in a more intentional and concerted manner.

THE FUTURE—A NEW SOCIAL COMPACT



The partnership between the American people and the noble warfighters and their families is built on a tacit agreement that families as well as the service member contribute immeasurably to the readiness and strength of the American military. Efforts toward improved quality of life, while made out of genuine respect and concern for service members and families needs, also have a pragmatic goal: a United States that is militarily strong.

This report implements the President’s directive to review measures for improving the quality of life of military personnel and provides recommendations for implementation. It clearly articulates a caring leadership who understands the sacrifices and demands of the military lifestyle. It reiterates the Department’s commitment to underwrite family support. It acknowledges the reciprocal nature of military service among the service member and the family and the Department. It provides a road map for the change needed to support the transformation of the military to the 21st century. It is a long-term quality of life strategy for the Department.



I. INTRODUCTION

BACKGROUND

On February 15, 2001, in his second National Security Presidential Directive, "Improving Military Quality of Life," President Bush directed the Secretary of Defense to "undertake a review of measures for improving the quality of life for our military personnel and provide recommendations for their implementation." Secretary Rumsfeld, upon his appointment in January 2001 to the position of Secretary of Defense, directed an across-the-board review of quality of life and morale issues. This review, "Morale and Quality of Life," conducted by the RAND Institute, acknowledged that past paradigms no longer address today's problems, much less requirements of the future. The study recommended the Department develop a new human resource strategy. Furthermore, the 2001 Qua-

"We owe you and your families a decent quality of life."

—President George W. Bush, February 12, 2001
Fort Stewart, Georgia

drennial Defense Review stated, "...the Department must forge a new compact with its warfighters and those who support them."

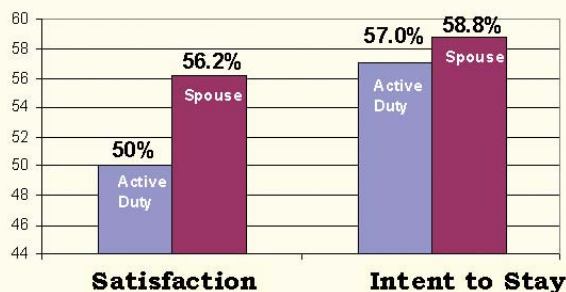
In August 2001, the Deputy Assistant Secretary of Defense, Military Community and Family Policy, and the RAND Institute co-hosted a "Quality of Life Symposium." Its purpose was to examine the civilian literature on quality of life. In prior research on military



Satisfaction & Intent to Stay



Service Member vs Spouse Opinion



If future assignment causes frequent separations, spouse support to stay drops to 28.4%

1999 ADS (Member) Q
1999 ADS (Spouse) Q27

“You can ask people to leave their personal lives at the factory fence—in the old days, that was the culture of most corporations but you’re just kidding yourself if you think they can comply. You can’t hire part of a person. You get the sore back along with the skillful hands. You get the anxious heart along with the educated brain. So, your policies and programs will only be effective if they bow to this reality and address the whole human being. The bottom line is that our efforts to support employees’ work-family priorities are good business. These are neither ‘perks’ nor ‘giveaways.’ These tools will help us attract, motivate, and retain people who are more likely to be more dedicated, more focused, more innovative, and more productive.”

—Randall Tobias when he led Eli Lilly and Company.

quality of life, RAND found considerable diversity in the approaches the Services have chosen to take, including variances in resources, strengths, and goals. The symposium highlighted a similar variety in ideas and approaches taken by the civilian sector as well.

In fall 2001, in preparation for development of a new Social Compact with military families, the Department’s Office of Military Community and Family Policy hosted a seminar conducted by the Military Family Research Institute at Purdue University on “Social and Psychological Contracts: Relationships between Workers and Employers in the 20th Century”. This seminar highlighted the emerging focus and the importance of a “social compact” between employers and employees. Employment trends over the last century have formed a completely different workplace than

existed a hundred years ago. Rising expectations and national economic affluence, particularly in the last decade, have changed the American workforce’s attitudes. This seminar emphasized that the surest way for an organization to successfully transition to a new Social Compact is to maintain programs and services viewed as benefits by employees.

DoD faces a tremendous challenge in maintaining its force today—in terms of both quality and numbers. The Department of Defense relies on a volunteer military; and the men and women who wear our nation’s uniform perform truly noble work. Recruiting, training, and retaining personnel are essential to building and sustaining the Department’s highly skilled workforce. More young people are going to college, and competition from the private sector is increasing. Lifestyle values of American workers from which the Department draws are changing. People want more time for themselves and their families. They want more time at home. Responding to shifting values among employees and their families, employers have become increasingly family-friendly. Wise employers are selectively adopting new practices to strengthen their relationships with the workers they want to keep. Investment in these approaches makes sense for morale, efficiency, continuity, and bottom-line strength.

The Department of Defense has recognized the substantial challenge of managing emerging family issues for the Total Force. Much has been done to try to manage service members’ time away from home by making separations (e.g., deployment, training missions) more predictable and of a predictable duration. The return for providing service members and their families with consistent, high quality benefits that meet their needs is a committed, long-term workforce.

To address the myriad challenges of those it serves—over 1.3 million active duty members, their nearly 700,000 spouses, 1.2 million children and 1.5



Spouse Concerns with PCS Moves



PCS moves are a major disruption of life

1999 ADS Q

million Reserve Component members and their families—the Department develops policy and manages a wide variety of quality of life programs. This report documents the comprehensive, integrated approach employed by the Office of the Secretary of Defense to fulfill the President’s mandate to review initiatives designed to improve the quality of life of military personnel. Areas of great importance to all service members—housing, health care, family support networks, and children’s education—tend to revolve around their personal lives and families.

MILITARY LIFESTYLE— SIGNALING A NEED FOR CHANGE

Military service is not just a job—it is a voluntary way of life. This commitment carries a high price for both the service member and his or her family. Frequent deployments, long separations, recurrent moves, inconsistent housing, and transient spousal employment are just a few of the unique hardships consistently faced by the families of those in uniform.

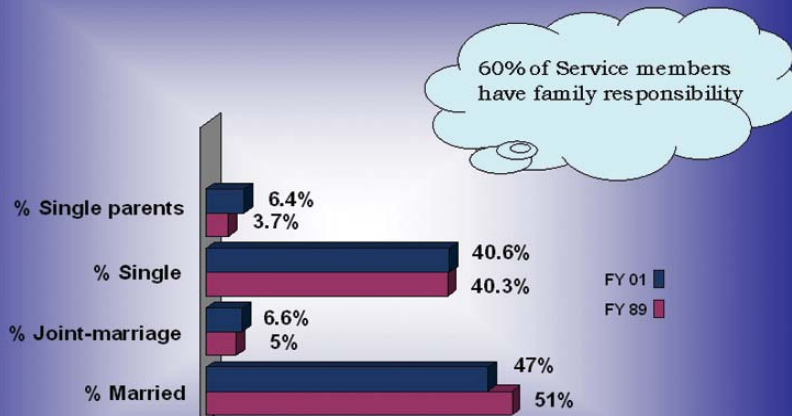
Life in a military family presents unique challenges. Whether relocating to other cities or countries, experiencing separations when military members deploy, or making the transition to civilian life after service, military families face many challenges that

generate stress, anxiety, and uncertainty. Factor into these the various personal and financial challenges likely to confront any family, and it becomes easy to understand why support for military families is so important.

In addition to military-specific hardships, service members and their families also share stressors with their non-military counterparts. The increase in the number of dual-income families is an example of one such commonality. Like many of their civilian



Marital Status

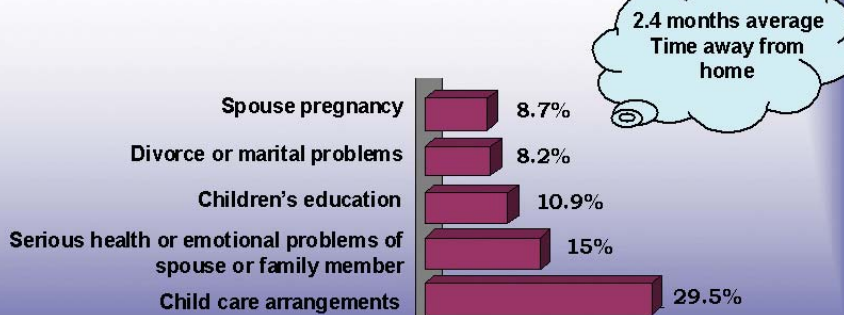


DMD C May 01

Sixty percent of Service Members have family responsibilities.

Concerns Related to Service Member's Time Away From Home

Top 5 problems identified by Spouses



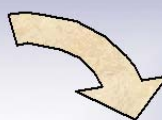
1999 ADS
(Spouse Q)

Military spouses in the labor force report that the family's second income is necessary to cover basic family expenses. Most significant, perhaps, is the fact that fully 29.5 percent of military spouses identify childcare as their top problem. Such information, yielded by the responses to surveys, validates the dedication of the President and the Department of Defense to improving Service Members' quality of life.

Changing Expectations Create Need for a New “Social Compact” with Our Military Families

Today’s laws and policies based on yesterday’s environment...

- ★ High School force
- ★ Family separations acceptable
- ★ Few dual career families and more stay at home spouses
- ★ No Internet
- ★ Less complex financial world
- ★ “Company town” mentality



Tomorrow’s laws and policies must...

- ★ Keep pace with emerging US social trends
- ★ Meet expectations of new generations
- ★ Address American higher standard of living – housing, medical care and education
- ★ Recognize needs of dual career families and increased diversity
- ★ Operate in complex financial environments
- ★ Reach the Total Force -- primarily off-base

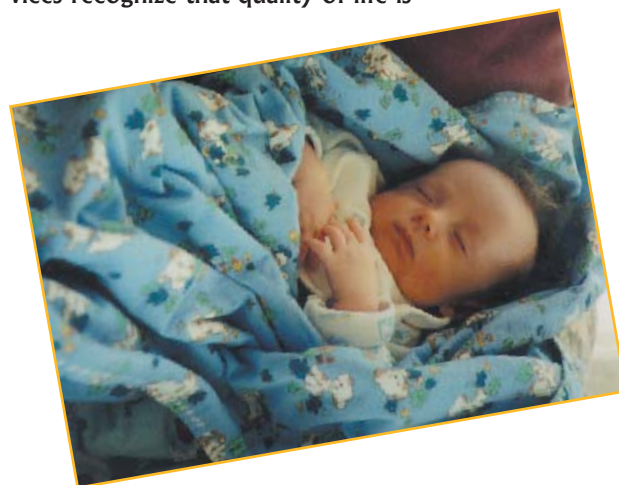
counterparts, military spouses in the labor force report that the family’s second income is necessary to cover basic family expenses. When both spouses work, childcare outside the home can become an important consideration—especially since extended family support can be several states away, if not overseas. Dual income couples quickly find that job responsibilities and home responsibilities are frequently at odds. The challenge of balancing work and home life can be particularly difficult when one spouse is deployed for long periods of time.

PARTNERSHIP BETWEEN FAMILIES AND THE DEPARTMENT OF DEFENSE

The Department of Defense has long recognized that service to the country extracts a heavy demand on families and that support to military families can be accomplished in a variety of ways. In 1983, the Army published a White Paper regarding the partnership between Army families and the Army. In the introduction, General John A. Wickham, then Chief of Staff of the Army stated, “A partnership exists between the Army and Army Families.... Towards the goal of building a strong partnership, the Army remains committed

to assuring adequate support to families in order to promote wellness; to develop a sense of community; and to strengthen the mutually reinforcing bonds between the Army and its families.”

Now, almost twenty years later, the Department has a wide range of quality of life policies, services, and programs to address personal and family issues. Each Service has initiatives that address the nexus of work life and personal/family life; all are concerned with key organizational goals related to recruitment, retention, morale, and mission readiness. The Services recognize that quality of life is



Critical Elements of Military Lifestyle Support Creating a New “Social Compact”

Education

- Increase service member access to education/maximize distance learning opportunities
- Remove barriers for children moving from school to school
- Review tuition assistance for spouses.
- Institutionalize financial training for military members and families.

Housing

- Focus base housing resources on most vulnerable families.
- Allow junior personnel to live off base.
- Provide web enabled housing referral for the 2/3rds who live off-base (single & married).
- Establish renovation standards.

Work Life

- Limit moves.
- Reduce stresses on service members and their families (PERSTEMPO).
- Reduce family separation.
- Improve separation predictability.
- Strengthen Reserve forces employer assistance programs

Family and Community Support

- Underwrite family support as a government responsibility.
- Improve spouse employment and career development opportunities.
- Address availability of child care and elder care issues.
- Expand fitness and recreational opportunities in line with new generation's aspirations.

Health

- Create a world class health system.

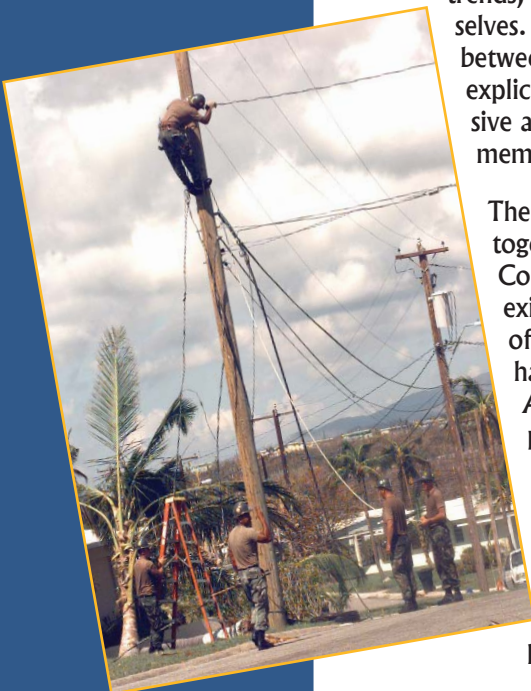
determined both by what an organization does and by what an individual does for oneself in concert with that organization.

RECOGNIZING THE NEW “SOCIAL COMPACT”

The relationships between an organization and its members are constantly evolving, and continually being renegotiated or forced to change by external trends, changes in the environment or changes in the members themselves. Military organizations are no exception. In fact, the bargain between the military and its service members has often been more explicit than in other organizations in America because of the extensive array of support systems required to adequately train and deploy members around the world.

The notion of a Social Compact or the idea that “we’re all in this together,” is paramount to a successful military defense. The Social Compact recognizes the fundamental three-way exchange that exists between the Service Member, the family and the Department of Defense. Since the early 1980’s the Department of Defense has increasingly expanded program support to military families. Although these services were never formally called a “social compact,” service members and their families have grown to appreciate that family and quality of life issues will be addressed by a military leadership that cares.

Today, with an all-volunteer force, shrinking infrastructure of bases, increasing reliance on Reserves, and changing mission demands, the Department envisions a new Social Compact between the military and its members and their families. The new





Social Compact explicitly recognizes that military service is a reciprocal partnership between the Department of Defense, service members and their families. Of primary importance to military families is the assurance that the Department is prepared to underwrite family support.

PURPOSE OF THIS REPORT

As the first step in the process of forging this new Social Compact, the Department chose to review the critical elements of military lifestyle support. This report documents the comprehensive, integrated approach employed by the Office of the Secretary of Defense in this review. This process is also consistent with the President's mandated review of initiatives designed to improve the quality of life of military personnel.

A large body of research documents the impact of health care, housing, childcare, family support networks, spouse employment, dependent education, financial stability, voluntary education and consumer services on military families' resilience. Based on this research, functional areas were identified as being critical components for quality of life programs. It is important to recognize that the mix of appropriate programs may vary between Services and localities.

Over the course of several months, functional area teams—comprised of staff from the Army, Navy, Air Force, and Marine Corps as well as senior professional staff from OSD Housing, Health Affairs, Reserve Affairs and the Unified Combatant Commands—reviewed current quality of life programs to identify strategies for developing and implementing the programs, policies, and services necessary to meet the evolving needs of the 21st century military force. Each team submitted a plan that outlined the vision, scope, process, goals, measures and legislative changes for the functional area.

The functional teams addressed the following questions in accomplishing their task:

How will you address PersTempo and family separations?

How are you keeping pace with emerging U.S. social trends?

How will you meet expectations of new generations of young people (vs. America's focus on the "boomer" generation)?

How will you address American's increasing higher standard of living?

How will you recognize the needs of dual career families and increased diversity?

How will you address the complex financial environment in America?

How will you reach the Total Force?

How will you reach the off-base population?

How can you deliver services through the Internet?

ORGANIZATION OF THIS REPORT

Chapter II presents the results of the reviews undertaken by the functional area teams. This includes their vision, scope, process, goals, measures and required legislative changes. Together these form the strategic plan for service delivery systems and strategies.

Chapter III provides a review of the informational systems and strategies underwriting family support and quality of life currently provided by the Services. In recognition of the challenges and support unique to each Service, this review includes information about each Service's philosophy about their Social Compact with service members as well as specific examples of delivery systems.



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II. FUNCTIONAL AREAS OF REVIEW

This chapter presents the work of staff from the Army, Navy, Air Force and U.S. Marine Corps, as well as OSD staff from Housing, Health Affairs, Reserve Affairs, Personnel Readiness and the Unified Combatant Commands. Working in 15 functional area teams with senior professional representation from all components, each team proposed a strategy to evolve programs, policies, and services to meet the needs of the transformed 21st century military force.

Fifteen family support and QoL program areas that DoD is committed to supporting and have the greatest potential to increase quality of life for military families were identified. These areas are also consistent with those identified through grass-roots level processes at the installation level. A brief description of each functional area is provided below.

- ★ **Assistance with Work Life Stress.** Provision of both formal and informal support systems to help service members cope with the unique stressors of military life (e.g. deployment, relocation)
- ★ **Mobile Military Child Education.** Provision of information and support for military dependent youth as they transition to new schools during relocations
- ★ **Child and Youth Services.** Provision of affordable, quality childcare and youth programs located on military installations
- ★ **New Parent Support Team.** Provision of home visiting services to every active duty family with preschool children.
- ★ **Commissary and Exchange Benefit.** Provision of quality services, products, and food at reduced prices to military personnel around the world
- ★ **DoD Education Activity.** Provision of high quality educational opportunities for military dependent youth that are consistent with high school and college standards
- ★ **Financial Literacy.** Provision of educational and support services that promote responsible financial behavior in service members and their families



- ★ **World Class Health Care.** Provision of quality health care to active duty service members, reservists, retirees and their families
- ★ **Housing.** Provision of information about quality private sector housing or military housing accessible to relocating military families
- ★ **Fitness and Recreational Opportunities.** Provision of center-based quality health and fitness programs and center-based or installation-wide quality recreational programs
- ★ **Employer Support for Reserve Forces.** Provision of information to employers to help them understand and support the Reservist
- ★ **Spouse Employment.** Provision of programs and placement services for relocating military spouses
- ★ **Technology and Connectivity.** Provision of QoL program and service information via the Internet
- ★ **Tuition Assistance and Distance Learning.** Provision of tuition reimbursement and distance learning opportunities for military members who want to pursue higher education
- ★ **Underwriting Family Support.** Provision of DoD policies that support the identified functional areas.

Educational programs and services currently exist in each of the listed functional areas. Unfortunately, these services and programs are inconsistent at both the Service and installation level; this leads to unpredictable services for service members and their families. Additionally, prior to this review process, the services and programs represented by the 15 functional areas had not been reexamined in the context of the transformed military of the 21st Century.



The plans that follow represent each team's review of their functional area and their strategies for meeting the needs of an evolving and transformed workforce. Each functional area section contains the following sections:

- ★ **Vision and Scope.** This section contains the functional area team's current assessment of the issues related to their particular topic and their vision of what tomorrow's programs, policies and procedures must do to meet the needs of a transformed workforce.
- ★ **Process.** This section describes the process each team used to derive their recommendations.
- ★ **Goals.** This section contains a list of the concrete goals and the short-term, mid-term and long-term milestones needed to accomplish the goals and achieve the vision.
- ★ **Supporting Research.** This section contains a list of relevant research that supports the cited goals and recommendations.
- ★ **Metrics.** When applicable, this section lists specific metrics or ways of measuring progress toward the cited goals.
- ★ **Current Policies.** This identifies the current legislative policies that could apply to the specific functional area. Because some policies cross functional areas, the entire policy data base can be keyword-searched and will be accessible on the Internet at mfrc.calib.com.
- ★ **Required Policy Changes.** When applicable, this section lists suggestions for policy changes that would support the stated vision.

